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Next 1 Page(s) In Document Denied

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**National Intelligence Council**

MEMORANDUM FOR: Director of Central Intelligence

FROM [REDACTED]  
National Intelligence Officer for Western Europe

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**APPROVE:**

13 June  
Date

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Date

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Possible Topics for Discussion-- Collection responsiveness: 

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-- Estimates: My colleagues are as interested as we are in building up estimative talent and orienting analysts to consider more than single-outcome forecasts. They will probably raise this topic with you and discuss what their agencies are doing about it. You might wish to note briefly some of the findings of the recent SRP study of intelligence judgments.

-- Off-site IC meeting: Favorable reports of your meeting   
 with senior officials of the intelligence community have led some of my counterparts to propose similar meetings at the NIO and Office Director level. With careful planning of both the agenda and the list of participants--and possibly with your opening remarks to set the tone--this could be a useful exercise.

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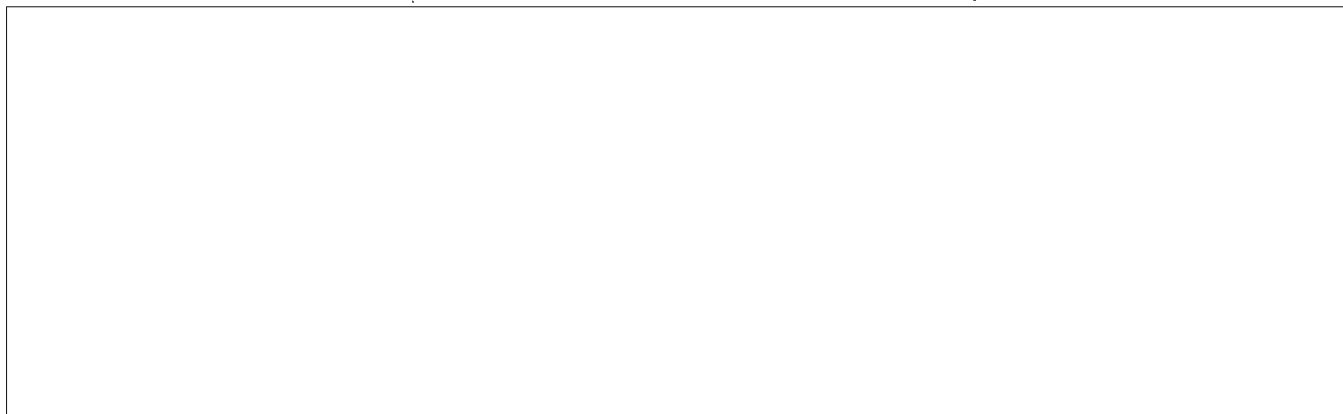
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Biographic Data

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Defense Intelligence Officer for European  
and Soviet Political and Military Affairs  
Defense Intelligence Agency

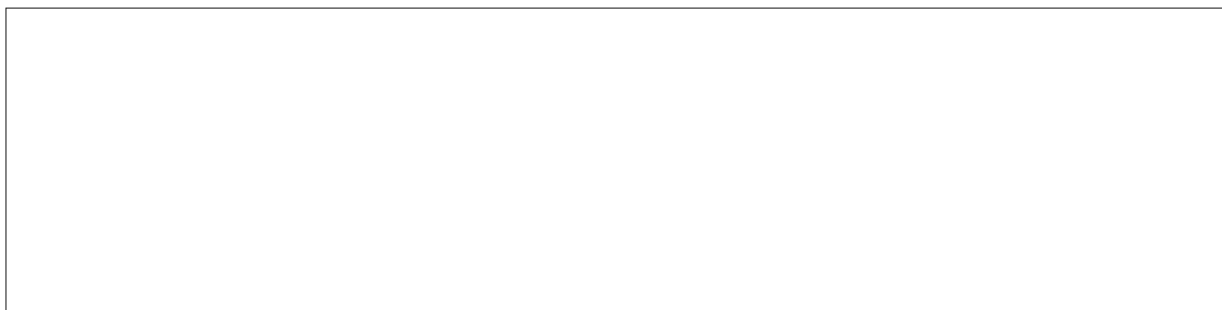


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Alan W. Lukens

Director  
Office of Analysis for Western Europe  
Department of State

A Minister-Counselor in the Senior Foreign Service, Mr. Lukens is currently Director of the Office of Analysis for Western Europe of the Bureau of Intelligence and Research. Entering the Foreign Service in 1951 after two years of teaching, Mr. Lukens was posted consecutively to Ankara, Istanbul, Martinique, and to NATO Headquarters in Paris. His African career began in 1961 when he was moved to Brazzaville in the Congo as Consul to the four countries then in French Equatorial Africa. Later he was Charge d' Affaires a.i., in Banqui, in Rabat and Deputy Chief of Mission in Dakar, Nairobi and Copenhagen before moving to South Africa. Mr. Lukens' assignments in Washington has included work as Press Officer, Chief of the Junior Officer Division of Personnel and Director of the Office of Iberian Affairs.



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